



DEPARTMENT OF THE NAVY

NAVY PERSONNEL COMMAND
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From: Commander, Navy Personnel Command

Subj: INCENTIVE PROGRAM GUIDELINES FOR NAVY SHORE BRIGS

Ref: (a) SECNAVINST 1640.9B
(b) OPNAVINST 1640.7A
(c) BUPERSINST 1640.19

Encl: (1) Naval Consolidated Brig Incentive Program Guidelines
(2) Navy Waterfront Brig and Pretrial Confinement
Facility Incentive Program Guidelines

1. Purpose. To provide supplemental policy and guidance for Navy shore brig to use in the implementation of an incentive program per reference (a). As used herein, the term "prisoner" denotes both pretrial and post-trial personnel, regardless of service branch, unless otherwise noted.

2. Background. Broad guidance for incentive programs exists in article 6312 of reference (a), but specific guidelines are needed to ensure consistency among all Navy brig. In addition, reference (a) does not specifically account for several current issues, such as increased confinement length parameters due to the downsizing of the United States Disciplinary Barracks (USDB), increased number of long-term female prisoners due to the Navy's operation of the DOD level II and level III female confinement mission, and the importance placed on offense-related programs for post-trial prisoners due to their potential effectiveness in reducing criminal behavior.

a. In a corrections setting, a system of incentives is critical to encourage positive behavior. Incentives should recognize both group and individual attainment. Awarding of incentives for prisoners should be accomplished on a stringent and selective basis and only as clearly earned by achievement. The ultimate goals of the naval corrections program are to enhance public and command safety and security by building self-discipline and self-reliance in the individual, recognize efforts by prisoners to deal with their confining offense, and improve the functioning of the brig.

b. Correctional philosophy also advocates the need to differentiate pretrial detainees from post-trial prisoners, as pretrial detainees have not been convicted of Uniform Code of Military Justice (UCMJ) offenses for which charged. This is accomplished in a number of mandated ways (e.g., badge coloring to recognize legal status, retention of cloth insignia, selective allowance for enlisted detainees to grow facial hair, work segregation, training segregation), and other locally employed means that attaches to

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pretrial legal status (e.g., berthing separation, increased visiting time, and extra telephone calls). Brig commanding officers (CO), officers-in-charge (OIC), and chief petty officers-in-charge (CPOIC) shall recognize the need to differentiate pretrial detainees from post-trial prisoners and implement measures consistent with this philosophy. The incentive program guidelines contained herein, unless specifically noted, are applicable to pretrial detainees and post-trial prisoners.

c. Incentive awards will be firmly grounded in the philosophy that prisoners will earn every incentive they receive. Incentives will be awarded based on measurable performance and may change as frequently as performance changes. Incentives are to be earned with effort and lost quickly due to poor performance or behavior, or lack of participation or progress in individually tailored program plans, where applicable.

d. Incentive programs throughout the Navy corrections system display a wide array of program parameters and guidelines. In the past, non-participation of post-trial prisoners in offense-related programs has often had little to no impact on a prisoner's incentive level; this does not meet the intent of reference (a). If incentives are to encourage personal responsibility, recognize individual attainment, and reward offense-free behavior, it follows that post-trial prisoners who are not addressing their confining offenses (via available offense-related programs) do not meet the criteria for advanced incentives.

3. Policy. To increase standardization in incentive programs within Navy shore brig; require participation and progress in offense-related programs for post-trial prisoners as mandatory criteria for incentive level advancement; and allow applicability to all categories of prisoners, the following guidelines are established.

a. Navy brig; shall establish an incentive program consistent with the philosophy and policies set forth in article 6312 of reference (a) and guidance contained within this letter, incorporating the provisions of enclosure (1) or (2), as applicable.

(1) Enclosure (1) provides specific incentive program guidelines applicable to Naval Consolidated Brig; (NAVCONBRIGs) Miramar and Charleston. Enclosure (2) provides specific incentive program guidelines applicable to Waterfront Brig; which have fewer programs and shorter-term prisoners than do consolidated brig;.

(2) These incentive program parameters establish both incentive levels and criteria for each level. A list of authorized (not mandated) incentives for each level is also contained within the applicable enclosure. Each brig should review those incentives feasible at that brig and select only one or two. It is not desirable

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to select too many incentives due to resource issues and impact on staff managing this program.

(3) Written operating procedures at each facility shall reflect the guidance provided within this policy, further define the processes involved in the facility's incentive program and identify specific incentives to be utilized at that facility.

b. Participation and progress in offense-related programs for post-trial prisoners is mandatory for all but the basic incentives. Lack of participation in available offense-related programs for post-trial prisoners will prohibit an individual from advancing in incentive levels. An individual who is on a waitlist for an offense-related program and indicates a willingness to participate in the program can advance in incentive levels; however, he/she shall participate successfully in offense-related programs at the earliest opportunity or he/she will be reduced to the incentive level for which criteria is actually met.

c. Incentive programs shall be non-punitive and easy to understand and administer. Incentives shall not include food, tobacco, or custody levels.

d. Incentive levels shall be documented in the prisoner's record and on the prisoner badge for easy staff verification of a prisoner's incentive level. PERS-68 shall develop CORMIS capability to offer additional support to incentive program requirements (e.g., documentation and reports).

e. Other than initial start-up costs, local incentive plans are designed to be resource neutral.

f. All applicable incentive level criteria must be met for a prisoner to qualify for advanced incentive levels. One selected criterion must be met for an identified group to qualify for a group incentive.

g. Board action (Classification and Assignment (C&A), Disciplinary and Adjustment (D&A)) or equivalent (unit team) shall accomplish incentive level review for eligibility, assignment, or revocation; command level (CO/OIC/CPOIC) approval is not required by this policy, although it may be locally implemented. Incentive level can be reviewed during any board action but cannot be changed by more than one board for the same action or incident. A board can refer incentive level review to another board for review; for example, a D&A board could decide not to review an individual's incentive level and instead refer the review to the C&A board. However, if the D&A board reviews the incentive level and determines the current incentive level criteria is still met and appropriate, the C&A board cannot then meet

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to review and change the incentive level because of disagreement with the D&A board action.

h. Failure to meet the applicable criteria of the currently assigned incentive level shall result in automatic reversion to the incentive level for which criteria is met.

i. For prisoners received from another Navy brig, the C&A Board or unit team shall make an initial incentive level assignment based on information and documentation provided from the previous brig. There is no need for reversion to Level I based only on a transfer action.

j. Requests for changes to incentive level criteria, for additions to the incentives list, and for waivers shall be pre-approved by PERS-68.

4. Applicability. These guidelines are applicable to all Navy shore brig, including pretrial confinement facilities, and to all detainees and prisoners, regardless of service affiliation. These guidelines do not apply to correctional custody awardees.

5. Implementation. This policy will be implemented within 120 days of signature date. This implementation period is provided to allow for administrative changes to local policy and procedures and training. Further, the above policies and guidelines will be reflected in the next change to reference (b) and (c). As an interim measure, a file copy of this letter will be retained with reference (b) or (c), as applicable.

6. Point of Contact. Further information is available from Ms. Jeanmarie Mangindin, NAVPERSCOM (PERS-681), at (901) 874-4689, DSN 882.



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NAVAL CONSOLIDATED BRIG INCENTIVE PROGRAM GUIDELINES

TABLE 1

INCENTIVE LEVEL I
Based on performance and behavior evaluated over a 1-month period including Orientation. (See Table 7 for Level I incentives.)
Criteria
<ul style="list-style-type: none">• Completion of Orientation.• No D&A Board guilty finding for rules violation in past 1-month period.• No more than 1 "Unsat" on Cell/Personnel Inspection in past 1-month period.• Average or better Work and Training Report(s) in past 1-month period.• Active involvement in the development of a program plan (Post-trial prisoners).

TABLE 2

INCENTIVE LEVEL II
Based on performance and behavior evaluated over a 3 consecutive month period beginning after Level I placement date. (Designate at least one additional Level II or below incentive(s) provided in Table 7.)
Criteria
<ul style="list-style-type: none">• No D&A Board guilty finding for rules violation in past 3-month period.• No more than 2 "Unsat" on Cell/Personnel Inspections in past 3-month period.• No more than 1 Work and Training Report rating below "average" in the past 3-month period.• Satisfactory progress and participation in available offense-related programs as applicable (for example, Sex Offender Treatment Program, Violent Offender Treatment Program, substance abuse treatment, etc.) (Post-trial prisoners).

NAVAL CONSOLIDATED BRIG INCENTIVE PROGRAM GUIDELINES

TABLE 3

INCENTIVE LEVEL III
Based on performance and behavior evaluated over a six consecutive month period beginning after Level II placement date. (Designate at least one additional Level III or below incentive(s) listed in Table 7.)
Criteria
<ul style="list-style-type: none">• No D&A Board guilty finding for rules violation in past 6-month period.• No more than 2 "Unsat" on Cell/Personnel Inspections in past 6-month period.• No more than 2 Work and Training Report ratings below "above average" in the past 6-month period• Compliance with Program Plan, including educational, vocational, and counseling programs (Post-trial prisoners).• Satisfactory progress and participation in available offense-related programs as applicable (for example, Sex Offender Treatment Program, Violent Offender Treatment Program, substance abuse treatment, etc.) (Post-trial prisoners).• At least 2 documented incidents of participation in a voluntary program (for example, self-help group, religious program, etc.) or voluntary duty (for example, clean-up detail, etc.) in the past six months.

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TABLE 4

INCENTIVE LEVEL IV	
Based on performance and behavior evaluated over a twelve consecutive month period beginning after Level III placement date. (Designate at least one additional Level IV or below incentive(s) listed in Table 7.)	
Criteria	
<ul style="list-style-type: none">• No D&A Board guilty finding for rules violation in past 6-month period.• No more than 2 "Unsat" on Cell/Personnel Inspections in past 6-month period.• Above average or better Work and Training Reports in past 6-month period.• Compliance with Program Plan, including educational, vocational, and counseling programs (Post-trial prisoners).• Satisfactory progress and participation in available offense-related programs as applicable (for example, Sex Offender Treatment Program, Violent Offender Treatment Program, substance abuse treatment, etc.) (Post-trial prisoners).• At least 3 documented incidents of participation in a voluntary program (for example, self-help group, religious program, etc.) or voluntary duty (for example, clean-up detail, etc.) in the past 6-month period.	

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TABLE 5

INCENTIVE LEVEL V	
Based on performance and behavior evaluated over a twelve consecutive month period beginning after Level IV placement date. (Designate at least one additional Level V or below incentive(s) listed in Table 7.)	
Criteria	
<ul style="list-style-type: none"> • No D&A Board guilty finding for rules violation in past 12-month period. • No more than 1 "Unsat" on Cell/Personnel Inspections in past 12-month period. • Above average or better Work and Training Reports in past 12-month period. • Compliance with Program Plan, including educational, vocational, and counseling (Post-trial prisoners). • Satisfactory progress and participation in available offense-related programs as applicable (for example, Sex Offender Treatment Program, Violent Offender Treatment Program, substance abuse treatment, etc.) (Post-trial prisoners). • At least 1 documented incident of participation in a voluntary program (for example, self-help group, religious program, etc.) or voluntary duty (for example, clean-up detail, etc.) in every past 3-month period. 	

TABLE 6

GROUP INCENTIVES	
Based on performance and behavior of an identified group on at least one criteria evaluated over a designated period of time.	
Criteria	
<ul style="list-style-type: none"> • Superior quarters performance on inspections for the group. • Highest average individual inspection scores for the group. • Least number of incidents of negative behavior recorded for the group. • Exemplary performance and/or behavior of a group on tasks 	

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set forth by the CO.

TABLE 7

Level I (or above) Incentives List
<ul style="list-style-type: none"> • Additional weekly phone call(s) or time per call. • Additional visitation time.
Level II (or above) Incentives List
<ul style="list-style-type: none"> • Addition of, or increase in limits to, incentives listed under Level I. • Additional library use. • Additional recreation time. • Lights on in cell past taps. • Use of computers. • Special seating or head-of-line privilege (non-chow related).
Level III (or above) Incentives List
<ul style="list-style-type: none"> • Addition of, or increase in limits to, incentives listed under Level I/II. • Authorized to purchase a Walkman and cassettes/CD's. • Exempt from designated unit field day. • AC adapter. • Eligible to participate in Outreach Program. • Photo album. • Exemption from specified inspections. • Authorized to wear a wristwatch. • One personal appliance (iron, hair dryer, curling iron, electric razor).
Level IV (or above) Incentives List
<ul style="list-style-type: none"> • Addition of, or increase in limits to, incentives listed under Level I/II/III. • Walk ahead of dorm to chow and eat first at evening and all weekend meals. • Production of a 10-minute video for family/friends once a year. • Two personal appliances (iron, hair dryer, curling iron, electric razor).
Level V (or above) Incentives List
<ul style="list-style-type: none"> • Addition of, or increase in limits to, incentives listed under Level I/II/III/IV. • Three personal appliances (iron, hair dryer, curling iron, electric razor).

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Group Incentives List
<ul style="list-style-type: none">• Increase in limits to incentives listed under Level I.• TV/movies after normal duty hours.• First unit or group to chow.• Exempt from designated unit field day.

**NAVY WATERFRONT BRIG/CCU AND PRETRIAL CONFINEMENT FACILITY
INCENTIVE PROGRAM PARAMETERS**

TABLE 1

INCENTIVE LEVEL I
Based on performance and behavior evaluated over a two consecutive week period. (See Table 5 for Level I incentives.)
Criteria
<ul style="list-style-type: none">• Completion of Orientation.• No D&A Board guilty finding for rules violation in the past 2-week period.• Average or better Work and Training Report(s) and routine personnel and/or cell inspections.• Active involvement in the development of a program plan (short and long term goals) (post-trial prisoners).

TABLE 2

INCENTIVE LEVEL II
Based on performance and behavior evaluated over a three consecutive week period beginning after Level I placement date. (Designate at least one additional Level II or below incentive(s) provided in Table 5.)
Criteria
<ul style="list-style-type: none">• No D&A Board guilty finding for rules violation in the past 3-week period.• Active participation in programs with average or better Work and Training Report(s) and routine personnel and/or cell inspections.• No more than 1 incident of negative behavior (spot evaluation) recorded in a 1-week period and no more than 2 in the past 3-week period.• Active involvement and progress in program plan (post-trial prisoners).

**NAVY WATERFRONT BRIG AND PRETRIAL CONFINEMENT FACILITY INCENTIVE
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TABLE 3

INCENTIVE LEVEL III
Based on performance and behavior evaluated over a four consecutive week period beginning after Level II placement date. (Designate at least one additional Level III or below incentive(s) listed in Table 5.)
Criteria
<ul style="list-style-type: none"> • No D&A Board guilty finding for rules violation in the past 4-week period. • Active participation in programs with above average or better Work and Training Report(s) and routine personnel and/or cell inspections. • No more than 1 incident of negative behavior (spot evaluation) recorded in a one week period and no more than 2 in the past 4-week period. • Active involvement and progress in program plan (post-trial prisoners). • At least 2 documented reports of participation in a voluntary program (for example, self-help group, religious program, etc.) or voluntary duty (for example, clean-up detail, etc.) in the past 4-week period.

TABLE 4

GROUP INCENTIVES
Based on performance and behavior of an identified group evaluated over a designated period of time. Select one or more incentive(s) from Table 5.
Criteria
<ul style="list-style-type: none"> • Superior quarters performance on inspections for a specified group or facility unit. • Highest average individual inspection scores for a specified group or facility unit. • Least number of incidents of negative behavior recorded for a specified group or facility unit. • Exemplary performance and/or behavior of a specified group on tasks set forth by the OIC/CPOIC.

**NAVY WATERFRONT BRIG AND PRETRIAL CONFINEMENT FACILITY INCENTIVE
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TABLE 5

Level I Incentives
<ul style="list-style-type: none"> • Additional weekly phone call(s) or time per call. • Additional visitation time.
Level II (or above) Incentive Possibilities
<ul style="list-style-type: none"> • Addition of, or increase in limits to, incentives listed under Level I. • Additional library use. • Additional recreation time. • Use of computers. • Exemption from specified inspections. • Head-of-line privilege at meals within unit or group.
Level III (or above) Incentive Possibilities
<ul style="list-style-type: none"> • Addition of, or increase in limits to, incentives listed under Level I/II. • Authorized to purchase a Walkman and cassettes/CD's. • Authorized to wear a wristwatch.
Group Incentive Possibilities
<ul style="list-style-type: none"> • Addition of, or increase in limits to, incentives listed under Level I/II. • TV/movies after normal duty hours. • First group to chow. • Exempt from designated unit field day. • Late reveille.